



ABSTRACT

The State of Ohio's *Community-Oriented Reentry* program, referred to as CORE, is a comprehensive, collaborative, and holistic approach to enabling serious, violent, high-risk and high-need adult offenders (aged 18-35) in state correctional facilities to successfully return to their communities and families after having served at least twelve consecutive months in confinement.

The CORE model focuses on linking the State's Departments of Rehabilitation and Corrections, Jobs and Family Services, Mental Health, Alcohol and Drug Addiction Services, Education and the Office of Criminal Justice Services with corresponding governmental and service provider partners in two of the state's largest urban areas (Cuyahoga and Franklin counties) and one suburban/rural site (Allen County) to assist offenders returning home avoid recidivism, find stable housing, receive substance abuse and mental health treatment, sustain long-term employment, reunite with their families, and become productive law-abiding citizens in their communities.

The CORE program works by systemically linking offenders to services in the community that augment the services provided within the institution. The CORE program seeks to provide a continuity of treatment thereby maximizing the capacity of each offender to more fully integrate back in returning home. Reentry Management Teams and Community Reentry Coordinators will assess offender needs and develop individual reentry plans prior to release. The teams will share information, and coordinate service delivery. Program outcomes will be facilitated, tracked and continuously refined by Reentry Steering Committees made up of individuals at both the state and local levels, whose organizations will have the highest stakes in offenders' success in the community.

TABLE OF CONTENTS

Page

I.	Problems to be Addressed	1
A.	The Problems	1
B.	Analysis of the Population.....	3
II.	Project’s Goals and Objectives.....	3
III.	Identifying the Target Population	
A.	Target Populations	5
B.	Plan to Select Offenders to Participate	6
IV.	Organizational Capacity	
A.	Lead Agency	8
B.	Local Readiness	9
1.	Decision Makers	10
2.	Decision Makers’ Agreement	10
C.	State Readiness	10
1.	Decision Makers	11
2.	Decision Makers Agreement	11
IV.	Project Design and Management	11
A.	Authority and Coordination / Project Management.	11
B.	Service Delivery Systems	14
C.	Transition Team	16
D.	System of Offender Assessments	17
E.	System for Offender Reentry Plans.	17
F.	Continuum of Supervision	18
G.	Continuity of Services	19

H. Definite Terms and Conditions	22
I. Plan for Program Sustainability	23
J. Staff Resources	27
K. Information Sharing / Data Collection	29
VI. Conclusion: Impact of CORE On Public Safety	30

References

Appendices

- A. Resource List
- B. Cross System Protocols
- C. Memorandum of Understanding
- D. CORE Project Flow Chart

Budget Narrative

I. Problems To Be Addressed

A. The Problems

The field of corrections is on the threshold of a major reexamination of offender reentry. Despite the growing recognition of its importance, in many correctional systems preparation for offender release is conducted in a fragmented and disjointed manner. Often preparation begins only weeks prior to release. Significant increases in the prison population over the past two decades have resulted in increasing numbers being released with multiple, unmet needs for services (Petersilia, 2001). Ohio in 2000 ranked seventh in the nation in those confined with 45,833 incarcerated adults (Beck and Harrison, 2001). Resources for parole or post-release supervision have remained stagnant, or in some cases have been reduced. Prisoners today are not prepared for reintegration and do not become connected to community-based services (Austin, 2001; Travis & Petersilia, (2001). Research indicates that two-thirds of all prison releasees are rearrested within three years, most within the first six months (Shipley and Beck, 1989).

The challenge is to achieve a more systemic approach that ensures a transition of service delivery based on risk/needs assessments that begin ideally at sentencing and carry forward in a seamless continuum from the institution to the community. The accountability of offenders released from prison is enhanced with effective, community-centered strategies of supervision. Of equal importance is the cultivation of collaborative partnerships with offenders' communities of origin. Existing resources and services, including mental health, substance abuse, employment services, education, housing, law enforcement and other sources of support must be mobilized to sustain effective reentry processes.

In 2001 the Ohio Department of Rehabilitation and Correction (ODRC) launched a major strategic planning initiative, the ultimate goal of which is to effect a paradigm change in the philosophy and infrastructure supporting offender reentry. The central tenet of this shift is that reentry is as much philosophical as it is programmatic. It presumes that effective reentry practices require a systemic approach in managing the return of offenders to communities across Ohio. It calls for reentry planning beginning at reception with the seamless involvement of every phase of the correctional system through discharge from community supervision.

The Ohio reentry initiative will culminate in 2002 with the issuing of a strategic document known as the “Ohio Plan on Productive Offender Reentry and Recidivism Reduction.” The “Ohio Plan” will provide a blueprint for change that will guide the department’s reentry policies and practices for years to come. At the heart of the “Ohio Plan” is the recognition that community collaboration and partnerships are integral to the success of offenders upon their release.

The Ohio reentry grant proposal builds upon what is envisioned through the “Ohio Plan” by placing an emphasis on state and local collaboration, and by incorporating a full continuum of collaborative partnerships designed to provide structure, support and accountability to offenders returning home. The Ohio proposal, known as ***Community-Oriented Reentry (CORE)***, draws upon the elements of the reentry model under development by ODRC. The design of the reentry grant will enhance the ability of ODRC and its community partners to address the policy and structural elements essential for the successful transition of offenders from prison. Three core partners will collaborate on the grant representing different sizes and demographic characteristics. The local partnerships formed with two major metropolitan sites, Cuyahoga County (Cleveland), and Franklin County (Columbus), and one suburban/rural site, Allen County (Lima), provide an opportunity to introduce Ohio’s model and accelerate the implementation of an effective continuum of services and

interventions for offenders returning to communities throughout the state. (See Appendix D for Ohio's CORE Continuum.)

B. Analysis of the Population

The population for this grant includes offenders returning to Allen, Cuyahoga, and Franklin counties who have the following characteristics: they are adult felons who are determined to be high-risk and high-need, serious, violent and chronic offenders, ages 18-35 at the time of their release, who have been incarcerated for a minimum of twelve consecutive months.

Over one-third of Ohio's prison population is committed from these three counties alone. The three CORE counties encompass segments of the state where enormous economic and social disadvantages already present formidable barriers to successful reentry (Sabol, 2002; Travis, Solomon, Waul, 2001). This is evidenced in those exiting from confinement in 1996: 41.5% of offenders from Cuyahoga county and 38% of those from Franklin county were returned to prison within three years.

Population-estimates for the numbers of eligible offenders, offenders that can be served and the number of eligible offenders leaving each institution by year and where they finally settle.

A more in- depth explanation can be located under section III.A Identifying the Target Population, A. Target Populations, as noted on the Grant Review Summary sheet.

The three counties that we have chosen to work with Allen, Cuyahoga, and Franklin Counties accounted for over one third (34.8 percent) of the intake population for calendar year 2000. We have selected these counties for the following reasons: Cuyahoga is the largest provider of offenders to our system. Franklin County, one of Ohio's six major metropolitan areas is centrally located, and was third in the number of commitments to the Department of Rehabilitation and Correction

(DRC) in CY 2000. Allen County, a suburban/rural area provided the department with approximately 9% of its population, but within it's county possesses three correctional institutions, making it geographically feasible to work with. It also provides us with the opportunity to utilize a Reentry Count-like model under our proposal.

Further reviewing the CY Release statistics for these three counties found the following statistics: Please note by definition **Violent Crimes** included the following offenses: Murder/Manslaughter, Felonious Assault, Aggravated Robbery, and Robbery.

Allen County: Offenders released to Allen County under the age of 36 equaled 152. Of that number, 70 offenders were released under the supervision of the Adult Parole Authority (APA). And of the 70 released under supervision, 28 were identified as non-sex, violent crime offenders, who served at least one year on incarceration.

Cuyahoga County: Offenders released to Cuyahoga County under the age of 36 equaled 3,711 offenders. Of that number, 2,106 were released under supervision to the APA. Of those who met the age and supervision criteria, 915 were designated as non-sex, violent crime offenders and would have been a target population for the proposed grant.

Franklin County: Offenders released to Franklin County under the age of 36 totaled 1,383 in CY 2000. Of that figure, 766 were released under supervision to the APA. Of those who met the age and supervision criteria, 329 were identified as non-sex, violent crime offenders and would have been a target population under the grant.

Under the grant proposal, we identified a potential of 3,885 offenders to be released to the CORE counties between July 1st, 2002 and June 30th, 2005. These will be the offenders who will be screened as potential candidates for participation under the reentry grant project. Dividing this potential number by the three-year timeframe for the grant, we estimate that we will screen

approximately 1,295 offenders per year to determine who may eligible to participate. Screening will take place at all three Reception Centers as offenders enter the system to determine who will meet the age/supervision criteria, serve at least one year confinement, and meet the serious and violent offender stipulation. We will also look at our existing prison population who have served at least one year and who have between one year to six months remaining on their sentence that meet the target population requirements. Reentry planning could take place prior to release for this group. We project that the Cuyahoga County Department of Justice Affairs will serve approximately 275 offenders over the grant period for an average of 92 per year. Community Connections (Franklin County) anticipates serving 250 offenders over the life of the project with an average of 83 per year. The Community Connection's Allen County project will serve 75 offenders over the life of the grant, averaging 25 per year. Due to grant start-up time and the need for the offender t serve at least one-year confinement, alongside the need for reentry planning, it is anticipated that fewer clients will be served the first year. The majority will be provided services in the community during year two and three of the project.

We have further used our institutional statistics to select those institutions that have a higher majority of offenders returning to those three counties selected to be CORE partners. Inmates who meet the screening criteria for the grant and are identified as high risk will be recommended for placement from the reception center into one of seven potential institutions. For offenders returning to Franklin County, the following will be considered. For female offenders we will work with Franklin Pre-Release Center. It currently housed 105 offenders who were committed to Franklin County. This project will also utilize the Ohio Reformatory for Women (ORW) which serves as our female reception center and houses offenders of all security levels. ORW had a population of 171 offenders admitted from Franklin County. Geographically, FPRC is located within Franklin county:

ORW is approximately 35 miles Northwest from Columbus in neighboring Union County. For male offenders we will utilize Ross Correctional Institution, a close/minimum security level institution located approximately 45 miles south of Columbus. This past spring it housed 594 offenders who were admitted from Franklin County. As our second male institution to work with we selected North Central Correctional Institution, a medium security level institution. NCCI is located in Marion, Ohio approximately 45 miles north of Columbus. This spring during grant development NCCI housed 210 offenders from Franklin County.

Similar statistical information was utilized in the selection of institutions for offenders returning to Cuyahoga County. We will use Northeast Pre-Release Center as the female site located in Cleveland and also ORW as our reception center/prison for female offenders. As our male institution we will work with Grafton Correctional Institution, a medium/minimum security level institution located approximately 25 miles from Cleveland.

For the Allen County component of this project, we will work with ORW and FPRC for female offenders. For male offenders the Lima Correctional Institution and Allen County Correctional Institution will be utilized for offenders returning to the Allen County area. These facilities are located within the city/county limits of Lima. We may also utilize the Toledo Correctional Institution for offenders of a higher security level who are returning to the Allen County region depending upon projected numbers that can be serviced under the reentry grant.

II. Project's Goals and Objectives

The CORE partners are located in three different regions of the state and share similarities and some differences in approaching offender reentry. The general goals and outcome measures provided below are shared by the partners under the CORE project.

Goal 1 – Prevent Reoffending

CORE will begin the reentry planning process within the correctional setting, recommend programming to prepare for the reentry transition and initiate contacts with key service providers (e.g., CORE partners, the Adult Parole Authority, Community Linkage Social Workers). Offenders will be actively involved in reentry planning. The primary outcomes sought are the completion of a risk and needs assessment, the development of a Reentry Accountability Plan, and the establishment of relationships with Community Reentry Coordinators on 100% of offenders targeted under the grant.

Goal 2 -- Enhance Public Safety

CORE will seek to reduce recidivism rates over the life of the project. The primary outcome sought is to reduce recidivism by 10% over the length of the initiative for reentry participants, compared to the county base rates prior to the start of the project. The rate of recidivism may be defined as those who return to ODRC as a recommitment. CORE will also seek to increase offenders' access to community-based mental health and substance abuse systems in the reentry sites. The primary outcomes sought will be to achieve a 40% compliance rate of mental health offenders with their treatment plans and required medications; 70% of substance abuse offenders will successfully complete the required level of their primary substance abuse treatment.

Goal 3 – Redeploy and Leverage Existing Community Resources by Fostering Linkages and Accessing Currently Provided Services

CORE will collaborate with state and local partners to redeploy and leverage existing community resources by providing a continuum of more readily available services for offenders. The primary outcomes sought will be to link all offenders with the services identified in their Reentry Accountability Plans. CORE will quantify the number and types of services leveraged to meet reentry participants' needs through the duration of grant activity.

Goal 4 – Assist Offenders to Avoid Crime, Engage in Prosocial Community Activities, and Meet Family Responsibilities

CORE will seek to increase offender rates of employment and/or participation in academic or vocational programming. The primary outcomes sought are 50% of the offenders will be employed within six months of release; and 60% will be employed within one year of release. In addition, 20% of offenders will be enrolled into academic, vocational, or employment training programs to improve their employability skills within 30 days of release. CORE will also seek to increase the number of offenders able to obtain stable housing. It will seek to enhance offenders' capacity to meet family responsibilities, including child support and restitution. The primary outcomes sought will be to enroll 50% of the offenders (who owe) into payment plans targeting restitution and/or child support. In addition, 50% of offenders will achieve stable housing over the length of the project.

Goal 5 – Ensure Program Sustainability Beyond the Life of the Grant

CORE will seek to enhance partnerships among government agencies, community, and faith-based organizations, as well as enhance and sustain the quality and availability of reentry services. The primary outcomes sought include increasing the number of cooperative agreements, and shared memoranda of understanding with local and state partners, when compared with pre-project collaborations. Finally, best practices will be identified and used to replicate reentry efforts around the state.

III. Identifying the Target Population

A. Target Populations

Current projections indicate that a total of 3,885 offenders will be released to the CORE partners' counties between July 1, 2002 and June 30, 2005, who meet the minimum eligibility criteria

established under the grant. Of the targeted population of offenders, an estimated 275 will receive services under CORE in Cuyahoga County, while an estimated 250 will receive such services in Franklin County. Another 75 in Allen County will likewise receive CORE services. The local CORE partners expect it will be possible to serve approximately 600 offenders under the grant. This includes offenders subject to community supervision. Any offender who will not be under supervision and meets target criteria will be referred to appropriate community agencies for services.

In terms of the target population, special attention will be directed at those that demonstrate high risk, and high needs in such areas as substance abuse, mental health, education and employment. CORE will serve both young adults (ages 18-24) and adults (ages 25-35). ODRC intake data from 1998 show that about 80% of offenders entering the correctional system evidence recent substance abuse. ODRC has an internal capacity to serve 8%-10% of this population through its Bureau of Recovery Services. Likewise, over 10% of males and 24% of female offenders present with indications of mental health problems. ODRC currently has 7,150 offenders receiving mental health services; of these, 6,094 are receiving outpatient services. A total of 906 Residential Treatment Unit (RTU) beds are available to serve the seriously mentally ill. Similarly, the majority of new inmates were unemployed at the time of their arrest and lack even basic job skills required to maintain meaningful employment. Educationally, 83% do not have a high school diploma or GED, when committed to the department.

B. Plan to Select Offenders to Participate *(To Be Conducted From Months 4 - 24)*

Under Phase I, a comprehensive instrument-based needs assessment will be used to develop individual reentry planning for those CORE eligible offenders either at the point of sentencing from reentry court (Allen County), or at reception, or after having served a minimum of twelve months in confinement. Case managers at the reception centers use a standard questionnaire that captures data

on a variety of psychological, and social aspects of the offender's background, including information on the offender's family, housing, mental health, health and employment history. In addition, offenders returning to the three counties who meet the age criteria (under age 35) with twelve months remaining to be served will likewise be assessed by Community Reentry Coordinators for potential inclusion in the CORE Project. Offenders who are selected may, if necessary, be transferred to one of the designated institutions participating under the grant.

Additional assessments, screenings and evaluations are conducted by institutional staff based on the perceived needs that offenders display and the nature and extent of their program participation. These include specific assessments concerning mental health issues, the severity of substance abuse, educational needs, vocational needs and employment readiness, and job linkages needs. Such assessments will be relied on at appropriate points in conducting offender reentry planning to ensure that all necessary community linkages are in place prior to an offender's release (Motiuk, 2001).

High risk most often refers to a formal risk-based assessment drawing on the results of a risk/needs assessment indicating that an offender is likely to re-offend in the future. The most effective tools rely on static and dynamic domains that incorporate research driven risk factors that are known to contribute to recidivism. High need refers to criminogenic needs, or those dynamic risk factors that once identified become the targets for intervention through treatment and other forms of assistance (Andrews and Bonta, 1994; 1998; Cullen and Gendreau 2000; Cullen 2002). CORE will target high risk / high need serious, violent offenders for the program.

CORE offenders will be selected relying primarily on a validated risk instrument used by the Ohio Parole Board combined with a formal assessment of dynamic risk factors used by the Correctional Service of Canada targeting offenders' criminogenic needs requiring intervention.

Target Population/High Risk Offenders: selection of offenders, description of high-risk assessment instruments, high-risk behavior predicted by instrument, and validity of each measure.

We will be using the formal Risk Assessment Instrument currently utilized by the Ohio Parole Board. The Parole Board uses it in making parole release decisions with regards to an offender's potential for re-offending subsequent to release. This risk tool, known as the "Criminal History/Risk Score Instrument" has long been utilized by our department. It was validated several years ago by DRC's Bureau of Research. The use of the Criminal History/RSI forms part of our newly developed Reentry Accountability Plan for offenders. This instrument will be completed at reception and/or during confinement in a parent institution. The risk score will be stored on-line in our Department Offender Tracking System under the Reentry Planning System (RAP). The following risk items are considered in this instrument: Prior convictions/Adjudication's, Prior commitments of more than one year, Recent Commitment Free Period (Three Years), Probation/Parole/Confinement/Escape status, Prior Probation/Parole Revocation, and Older Offenders. A total score is obtained and utilized to determine the offender's likelihood to re-offend.

A dynamic needs/domains assessment will be completed for those offenders considered being high risk during the reception process. This Dynamic Needs Assessment incorporates the dynamic domains used by the Correctional Service in Canada. The integration of the risk/needs assessment as part of our newly developed RAP was developed in consultation with several key staff of the CSC. This assessment will be a component of the offender's RAP and the results will be stored within the RAP system. This assessment looks at seven domains/needs areas. The seven domains that will be considered include employment, marital/family, associates/social interaction, substance abuse, community functioning, person/emotional orientation, and attitude. The following rating guidelines will be used to assess each domain: factors seem as an asset to community adjustment, no

immediate need for improvement, some need for improvement, and considerable need for improvement. Drawing on the risk/needs assessment and other assessments that are routinely completed during the reception process or at a parent institution, a Reentry Management Team will begin to develop programmatic recommendations to meet the needs of the offender. The RAP will follow the offender from reception to his parent institution and out to community supervision. This process has been codified in new departmental policy on offender assessment and reentry planning that will phased in starting October 1, 2002.

IV. Organizational Capacity

A. Lead Agency

Ohio Department of Rehabilitation and Correction will serve as the lead agency as it maintains jurisdiction over offenders returning to communities across the state. The design of the reentry grant allows the department to address public safety, successful offender reintegration policy and system structure. The Ohio Department of Rehabilitation and Correction (ODRC) is the state agency that operates 31 correctional facilities for adult offenders, and under the Adult Parole Authority supervises nearly 33,000 offenders on probation, parole, and post-release control. ODRC's director, Reginald A. Wilkinson, has been active on corrections reentry issues at the state, regional, national and international levels. He recently served as President of the American Correctional Association. ODRC is a national leader for correctional programming and innovation. ODRC was one of the first correctional systems in the country to make a formal commitment in promoting community justice.

This commitment resulted in the creation of an Office of Community Justice and a Community Justice Cabinet with membership drawn from inside and outside the organization. The proposed CORE model offers a very significant and consistent extension of the department's community justice commitment centering on offender reentry.

ODRC was one of the first correctional agencies nationally to initiate the use of therapeutic communities within its prisons. Under the Residential Substance Abuse Treatment (RSAT) aegis, ODRC opened therapeutic communities in several institutions with the support of federal RSAT funds. Finally, ODRC utilizes the following educational grant funding in its programs: Title I, Title II, Special Education (Unit Funding), Adult High School, Adult Basic Education (ABE), Vocational (Carl Perkins funds) and GED testing funds. ODRC receives approximately \$5.2 million per year for educational programs. It managed a JTPA grant for transitional services from 1984-1992. ODRC oversees \$3.7 million for drug testing (RSTAT and VOI/TIS funds) per year, \$11 million for prison/jail construction and \$1.2 million in supplemental breakfast and lunch program funds. ODRC administers approximately \$24 million total per year in federal funds.

B. Local Readiness

Local Community–Oriented Reentry partners which include the following will conduct their activities from Months 3 – 36 of the grant:

Cuyahoga County Department of Justice Affairs (CCDJA) will serve as Lead Agency in Cuyahoga County for the CORE Initiative. The department is an omnibus County Department with 320 employees that plans, administers, funds, and provides direct services for a wide range of justice-related issues, programs and agencies. The Cuyahoga Department of Justice Affairs intends to implement this project through active collaboration with well-established community partners and by hiring a local Project Director, and two Community Reentry Coordinators. Cuyahoga County

Department of Justice Affairs will partner with Lutheran Metropolitan Ministries (LMM) which currently operates its Community Reentry Program by providing substance abuse treatment and counseling, educational assistance and GED preparation, job preparation, training and placement, assistance in finding stable housing, legal issues and many other services. LMM's Women's Reentry Resource Network provides similar services for female offenders returning to the Cleveland area. See Appendix A for additional information.

Community Connection Lead Local Agency in Franklin and Allen Counties: Community Connection will serve as the lead agency for the CORE Initiative in Franklin and Allen County. In 1988, Community Connection initiated community resource workshops for inmates nearing release. This served as the foundation for procuring contracts with the Ohio Department of Rehabilitation and Correction to conduct pre-release training in over 12 prisons across the state. In 1993, Community Connection established a post-release center in Columbus to provide direct, ongoing transitional services. In 1999, Community Connection opened an office in Lima, Ohio.

LACA/OHIO (Lima /Allen County Area Offenders Habilitating In Ohio's Prisons) is a collaboration of local and state community justice and community service stakeholders, working as an interdisciplinary team to assist offenders and their families in making effective transitions for themselves and their communities. The program will address the needs of the most common causes of relapse and recidivism, which have been identified as employment, social service linkages, housing, clothing, physical and /or mental health assistance and other offender specific needs that will be identified through ODRC and other assessments. LACA/OHIO operated by Community Connection will begin at sentencing to work with the Judge of the Court of Common Pleas and the offender, and will work continuously with offenders as they plan for their return to the community.

1. Decisionmakers:

The membership of the Local Community Reentry Steering committees will consist of representatives from the appropriate CORE partners referenced above and local community agencies including mental health, substance abuse, Workforce Investment Act (WIA), the county Jobs and Family Services-One Stop, education, local police, judge and prosecutor, housing, community/faith – based organizations, an employer, a victims advocate, and an ex-offender. (See Appendix A for Resource List and Agency Names by County)

2. Decisionmaker Agreement: (See Appendices B & C.)

C. State Readiness:

Ohio's state-level Reentry Steering Committee is established and ready to go awaiting the effective start date of the reentry grant. The state Reentry Steering Committee (SRSC) worked together on preparing the previous reentry grant proposal. These same members have been instrumental in the writing of this proposal. The SRSC will have the authority to develop, review and recommend the adoption of all policies, procedures, forms and assessment instruments to be used during the reentry program. The SRSC will develop a program operation plan in full consultation with the local community Reentry Steering Committees. The state-level Reentry Steering Committee will meet minimally on a monthly basis during the first six months to accomplish the above activities. Thereafter, it will meet on a quarterly schedule. The Project Director hired by ODRC under the grant will coordinate all activities and act as the core liaison with the appropriate federal officials. The SRSC will operate through consensus and a participatory style of decision-making.

1. Decisionmakers:

The state decision makers will include the following directors or their representatives on the state Reentry Steering Committee: Ohio Department of Rehabilitation and Correction, the Adult Parole Authority, Ohio Department of Drug and Alcohol Services, Ohio Department of Mental Health, Ohio

Department of Education, Ohio Office of Criminal Justice Services, the Governor's Workforce Investment Board, and the Ohio Department of Jobs and Family Services, and a designee of Ohio's Faith-Based Council.

1. Decisionmaker Agreement: (See Appendices B & C.)

V. Project Design and Management

A. Authority and Coordination / Project Management

The Ohio Department of Rehabilitation and Correction will serve as the lead agency. The initial planning phase for Ohio's CORE program is projected to last six months. Though ODRC serves as the lead agency, this undertaking represents a multi-disciplinary partnership involving key state and local agencies. In terms of the management and organizational plan, there will be a state-level Reentry Steering Committee, and local community reentry steering committees in the participating counties. A Project Director shall oversee and manage the reentry grant, and serve as staff to the state-level Reentry Steering Committee. A significant amount of the reentry activity will occur under and through the local Community Reentry Steering Committees. The local committee will be chaired by the local CORE Project Director.

The SCRC Project Director and the local Project CORE Directors will form and facilitate interagency partnerships that span the potential needs of offenders returning to communities in Allen, Cuyahoga and Franklin counties. The state-level project director will possess a demonstrated track record in administering system and operational changes in corrections or criminal justice. The local directors

will be knowledgeable about the needs of offenders returning to the community and be able to guide groups of professional staff whose support and assistance is essential to accomplishing this initiative. The state and local directors will be capable of implementing and attending to the daily operations of a complex, multi-system initiative.

At the state level, the Project Director will regularly communicate with the local CORE Project Directors. The state-level Project Director will facilitate communication, sharing information from the State Reentry Steering Committee to the local CORE Project Directors, and taking local concerns and issues to the state-level Reentry Steering Committee. As the local project directors sit on the Reentry Steering Committee, they too will have the opportunity to directly communicate with the other members. One aspect of the SRSC Project Director's role is troubleshooting for project-related problems occurring among state and local partners. Lastly, if a service provider has a grant-related need such as a budget adjustment, the local CORE Project Director will see that the issue is resolved.

The Community Reentry Coordinators (CRC) in each site will handle case management duties, assist in data collection and report to the local Project CORE Directors. The CRCs will have experience as case managers in a correctional setting and/or experience in other social service areas (e.g., substance abuse, mental health, employment and family counseling). The CRCs will determine what services already exist in the CORE county areas that meet the needs of offenders returning home and plug any gaps in services. The goal is to hire staff as Community Reentry Coordinators who are committed to providing intensive intervention in working with high-risk and high-needs offenders.

At the start of the grant, ODRC will review with the CORE partners their joint memoranda of understanding on how each will respectively contribute to its long-term viability and effectiveness. An action plan will be developed outlining the roles and responsibilities of the CORE stakeholders, the sharing of information, the collection of data and the management of the project.

The Ohio Department of Rehabilitation and Correction will use the planning phase to identify the initial pool of eligible offenders in concert with the CORE partners. ODRC's Bureau of Classification will assist in identifying currently confined offenders who may become participants until such time that the projected number to be served is reached. A master list will be developed and shared with the appropriate institutional staff to ensure that offenders are housed in the cluster of institutions identified for participation. Parole regions in the CORE partners' counties will provide community supervision for released offenders.

B. Service Delivery System - Phase II

The institutional "case manager" will serve as the Reentry Management or Transition Team leader while the offender remains in confinement. The team will review the results of the risk/needs assessments, and the Reentry Accountability Plan. The reentry management team working with the offender will prioritize service and program delivery based on the dynamic risk factors. These activities will occur during months 4 – 30 and include any of the following program areas:

Educational Programming: ODRC offers a full range of services, from Adult Basic Education, Literacy, Pre-GED, GED, High School, Vocational Education, Advanced Employability Skill (college), and Apprenticeship. Information (e.g., transcripts, resumes) will be shared with the Community Reentry Coordinator to assist in the continuity of educational services.

Release Preparation Program: is provided in all institutions with workshops covering Employment Readiness, including resume development, interview skills, community resources, recovery services, and faith-based resources. Assistance in obtaining identification (e.g., birth certificates, social security cards, and/or 30-day temporary identification cards) is provided.

The Offender Job Linkages Program assists in marketing offenders to prospective employers through institutional and community job fairs, and employer videoconferencing. ODRC operates a

Federal Bonding Program for the state as a tool to help ex-offenders obtain employment. In 2001, a total of 61 individuals with criminal histories were bonded. DRC purchased a total of 75 bonds costing \$7,350. Employment linkage information will be shared with the Community Reentry Coordinator and parole officer to facilitate job follow-up and placements.

The Bureau of Recovery Services provides a continuum of alcohol and other drug (AOD) treatment services at all institutions. The following modalities will be available: therapeutic communities, residential or outpatient programs. All programs provide the following: comprehensive assessment, treatment planning, individual/group counseling, AOD education, relapse prevention, support groups and discharge planning. Linkages to the community will be a coordinated activity of the Adult Parole Authority-Offender Services Network, the CRC and the parole officer.

The Bureau of Mental Health Services (BOMHS) provides a continuum of services from commitment to release. BOMHS provides mental health services for 7,150 offenders, 6,094 are receiving outpatient services, with 906 Residential Treatment Unit (RTU) beds for the most seriously ill offenders. The Bureau works closely with ODMH Community Linkage Social Workers, and also with the APA-Offender Services Network.

Victims Services in the Reentry Partnerships: ODRC-Office of Victims Services (OVS) provides a strong foundation for its wide range of victim serving activities. In addition, OVS oversees a ten week educational Victims' Awareness Program in all institutions. OVS plans to initiate a pilot Victim Safety Planning component as part of the offender's Reentry Accountability Plan. The Institution will also have their Victims Services representative available to serve as a member of the Reentry Management Team in cases that involve victims. This person will act as a liaison with OVS to ensure victim notification, and to establish any necessary safety planning preparation prior to the offender's release.

A new *Career Exploration Program (CEP)* will be implemented in the institutions participating in CORE to address a gap in service delivery. This program will be piloted to assist offenders in making decisions regarding education, vocational training, and future employment. Each offender will develop a plan for his desired career path. An Individual Service Strategy (ISS) will be developed as part of this process. The ISS will link appropriate levels of educational, vocational, apprenticeship, job readiness and skills training available either in the institution or upon release.

Faith-Based Council Initiative: Ohio under its reentry initiative has started a Faith-Based Advisory Council currently made up of approximately 30 community members covering the state. They will hold quarterly meetings to design, develop and implement local faith-based councils in three regions: North, Central, and Southern Ohio. Their efforts will be linked with the local CORE partners and the Citizens' Circles to assist offenders in their reentry transition.

C. Transition Team *(To Be Conducted During Months 4 -30)*

Reentry Accountability Plans will be developed and/or monitored by Reentry Management Teams at the parent institution. Depending on offenders' needs, these teams will consist of the institutional case manager, institutional treatment staff, the Community Linkage Social Worker, when needed, institutional parole officers, the Community Reentry Coordinator, Offender Services Network staff from the three participating parole regions, and CORE partners. These individuals represent key personnel who will oversee the progress of the offender throughout his confinement and community supervision. The actual composition of the Reentry Management Teams will vary depending on the needs and assessed risk of the individual offender.

D. System of Offender Assessments

During months 4 – 30, levels of risk and needs that characterize offenders will be identified by a series of assessments and evaluations performed by ODRC. In addition, ODRC is committed to using a validated risk instrument (currently used by the Parole Board) in conjunction with a formal assessment of seven key domains or dynamic risk factors targeting offenders' criminogenic needs relied on by the Correctional Service of Canada. These assessments will determine the offender's risk level, identify programmatic needs, and determine the level of community supervision.

E. System for Offender Reentry Plans: PHASE I and II

The development of Reentry Accountability Plans (RAP) starting in month 4 and continuing throughout the grant will guide the actions of the offender and service delivery in the institution and in the community. Reentry Accountability Plans will convey clear expectations for program participation, service delivery and eventually community supervision. The documentation and demarcation of roles and responsibilities of all parties involved provides structure and guidance to the reentry process and reinforces the commitment to a successful transition from the institution to the community (Nelson and Trone, 2000; Taylor 2001).

Depending on the case, the development of Reentry Accountability Plans will begin at sentencing, reception or at a minimum of 12 months prior to the offender's release. Each Reentry Accountability Plan will draw on the results of various assessments that have been completed during the offender's confinement. These assessments will assist the Reentry Management Team in identifying the offender's specific needs and by providing guidance in outlining the goals and actions necessary to address those needs. Each offender will be encouraged at all times to participate in the development of his or her Reentry Accountability Plan.

Each Reentry Accountability Plan will include treatment and programming goals at the institution and community levels. The plan will note the community programming and service linkages to be utilized by the offender, thereby ensuring continuity in treatment through the reentry transition. Depending on particular offender needs, the plan may include substance abuse treatment and education, drug testing, educational programming, mental health programming, job readiness or employment training, and housing stabilization. Victims' and family issues will be addressed in each plan. Finally, the terms and conditions of supervision, including restitution, and the potential consequences for non-compliance will be included in each plan that is developed for those offenders subject to community supervision.

F. Continuum of Supervision -- PHASES II AND III (*To Be Conducted Months 16 – 36*)

In order to assist offenders in complying with reentry program rules, a variety of consequences and incentives will be relied upon (Petersilia, 1999). Graduated sanctions representing intermediate responses to technical violations of supervision and/or minor offenses will be imposed immediately for non-compliance, but depending on the seriousness of the infraction may not involve invoking revocation proceedings and returning the offender to custody (Burke 1997; Carter 2001; Reinventing Probation Council 2000). The sanctions may include additional conditions, upgrades in supervision, mandatory employment, a summons before a unit supervisor, substance abuse testing, more restrictive curfews, written reprimands, and residential placement.

It is evident from the “what works” literature in corrections that incentives are more potent in changing offender behavior than negative sanctioning (Cullen and Gendreau, 2000; Cullen 2002). A range of incentives/sanctions will be relied on and shared with offenders (Kennedy 1997).

Incentives may include less frequent contacts with the parole officer, reduced drug testing, fewer Reentry Management Team meetings, extended curfew hours, and recognition for accomplishments.

The Community-Oriented Policing (COP) units in Columbus, Cleveland, and Lima have made a strong commitment to this grant. Representatives will serve as members of the local Community Reentry Steering Committees. The partnerships with local policing will involve sharing information regarding the offender upon release, including the expectations of the offender's Reentry Accountability Plan, residential address, place of employment, names and addresses of family or supporting members in the community, and a photograph of the offender. Likewise, local law enforcement will assist supervision officers in locating absconders or violators.

The ongoing collaboration of the Reentry Management Teams, Community Reentry Coordinators, the court (Allen County) and Adult Parole Authority staff, and community providers will ensure a full continuum and linkage to services that are needed by offenders in the CORE program.

G. Continuity of Services. - PHASES II and III*(To Be Conducted Months 16 – 36)*

Research has shown that the first month an offender returns to the community following incarceration is critical (Nelson, Deess, and Allen, 1999; Larivee, 2001). Under CORE, the institutional case manager and the Community Reentry Coordinator will make sure transportation arrangements are made to return offenders to their home community. The parole officer and the CRC will meet the offender normally within 24 hours of release. This meeting shall review the offender's Reentry Accountability Plan and discuss any immediate assistance the releasee may need. The offender will then be advised of the date of his or her meeting with the Reentry Management Team.

The Community Reentry Coordinators (CRC) will serve as the lead case managers in critical linkages for ensuring the continuity of community-based services and support upon the offender's release. They will be the common thread to ensure that the Reentry Accountability Plan and the recommended services to reduce risk are implemented. They will provide a level of case management

service that is not available when dealing with large caseloads. The CRC will work closely with the other members of the Reentry Management Teams, including the parole officer, Offender Services Network staff, and as appropriate, the Community Linkage Social Workers (from the Department of Mental Health) to facilitate substance abuse, mental health and other community services. The CRC will provide a more holistic approach to offender case management. They will also be responsible for local data collection for project management and evaluation purposes.

All reentry offenders will have their first Reentry Team Management meeting within the first 30 days of their release to affirm the Reentry Accountability Plan. The Team will address victim restoration (e.g., restitution, community service), and such issues as employment, substance abuse, mental health treatment, education, housing and community support.

The CORE partners will work closely with community homeless shelters, metropolitan housing providers, shelter plus care certificate providers, landlord associations and faith-based associations in providing emergency housing needs for this offender population. In Cleveland, CCDJA will work with Cleveland /Cuyahoga County Homeless Services Office, Community Connection will work with the Franklin County Shelter Board, and LAACA/OHIO will utilize the Allen County Metropolitan Housing Authority for housing needs. In extreme cases, emergency assistance funding will be available for hard-to-place offenders in the form of security deposits, utilities, and/or initial and last months rent.

Offenders will be expected to meet with their Reentry Management Team on a monthly basis augmented by more frequent contacts with their parole officer and Offender Services Network staff as required by their conditions of supervision. The opportunity for less frequent monitoring will provide an incentive for those who demonstrate positive behavior subsequent to their release. The CRC will maintain regular contact with the parole office.

The three sites will partner with the local Board of Mental Health, the Alcohol and Drug Board, the Department of Workforce Development, the Department of Jobs and Family Services, educational services, the Prosecutor's Office, and the Department of Work and Training. All have agreed to accept referrals into the various programs they operate that are appropriate to reentry needs.

Also, in response to the rapidly growing number of seriously mentally ill offenders being released from Ohio's prisons and resource limitations within the community, ODRC will begin a pilot project with two local county mental health boards for the provision of an Assertive Community Treatment (ACT) Team. ODRC, Adult Parole Authority-Division of Parole and Community Services and the Cuyahoga County Mental Health Board have entered into a contract whose purpose is to develop a specialized system of care and treatment for offenders suffering from severe mental illness. The ACT Team and a designated parole officer will collaborate together to ensure that each offender is complying with both the terms of supervision and treatment. This program will serve approximately 40-50 offenders per year at a cost of \$205,000. It will augment mental health services for the most seriously mentally ill not provided for under the reentry grant. (In addition, a similar grant for \$125,000 is going to Hamilton County for (ACT) services.)

All three CORE partners will utilize a comprehensive array of community-based and faith-based agencies and services to ensure continuity in providing substance abuse treatment, mental health services, housing, employment, education and other such necessities including assistance with rent utilities. See Appendix A.

Reentry planning will incorporate a family component, including child support issues. During transition planning the Community Reentry Coordinator will identify relevant family issues and attempt to enlist key family members in preparation for the offender's release (Shapiro & Schwartz, 2001).

Citizens' Circles, a new initiative in Ohio, will be created in each of the parole regions involved in the reentry grant. The Citizens' Circle, comprised of community members, members of the faith community, private sector representatives, law enforcement, parole and Offender Services Network staff, will work with offenders returning to the local community. Together, the circle members, offender and possibly offender family members will develop an agreed upon series of actions as part of the offender's Reentry Accountability Plan. These may include job seeking assistance or placement, designation of a community sponsor, resources for spiritual needs and more. The Circle will help offenders understand that acceptance into a community is premised on meeting certain obligations and responsibilities. The Citizens' Circle may serve as the Community Reentry Management Team for those offenders selected for participation.

H. Definite Terms and Conditions

For those offenders who are released under parole supervision, and are CORE eligible, the Parole Board will make participation in the *Community Oriented Reentry Program* a board stipulated condition of parole. For those offenders who are released under Post Release Control, that is, the system of supervision effective after July 1, 1996, the parole officer will make participation in the *Community Oriented Reentry* program a special condition of supervision, one stipulating that he meet regularly with the Reentry Management Team. Violation behavior, if serious, will be addressed by the Parole Board consistent with its Violations Sanctions Policy.

I. Plan for Program Sustainability

ODRC is fully committed to this project both in its capacity as lead agency and as a co-partner with the state and local agencies involved in this undertaking. The Chief of the Office of Offender Reentry will chair the state-level Reentry Steering Committee. Also, as Director of the Ohio Institute on Correctional Best Practices, he will assist in sponsoring training and seminars dedicated to

supporting the grant and the dissemination of reentry “best practices.” The SRSC Project Director hired under the grant will have responsibility for working with the project 100% of his or her time. An ODRC Reentry Administrator will dedicate 25% of her time to provide staff support to the state-level Reentry Steering Committee, and to assist the Project Director in coordinating activities with the local and state partners. The Division of Administration, Grants Section, will provide fiscal and administrative support. Three reception centers, eight correctional facilities and three parole regions will provide staff and resources to the grant locally.

The other state agencies and CORE partners are likewise fully committed as evidenced in the Memorandum of Agreement and the letters of support signed by the agency directors

The *Ohio Department of Alcohol and Drug Addiction Services* (ODADAS) views this new initiative as a way to bring diverse activities which have had success either in the community or in the institutions and form a new continuum of care for offenders. In addition to the prison-based therapeutic communities ODADAS has established with ODRC, the service plans developed for each reentry offender will use ODADAS certified treatment agencies including residential programs serving women and their children. Local service plans may draw upon ODADAS supported TASC and drug court programs as needed.

The *Ohio Department of Jobs and Family Services* (ODJFS) is fully committed to the grant and to using existing staff within the Office of Workforce Development to support grant-related activities. ODJFS will designate two-three staff to provide ongoing technical support to work with staff from the county partners to properly implement the work and employment transition services for offenders. The department will engage in the following activities with ODRC: 1) collaborate with local county Jobs and Family Services, and ODRC Offender JobLinkages on institutional job fairs for offenders prior to release, 2) coordinate internal efforts with other areas of ODJFS to leverage

supportive services dollars and programs such as child support, Title XX Daycare, wage records, WIA (Workforce Investment Act) funds and WOTC (Work Opportunity Tax Credit), 3) develop multi-system partnerships coordinated by the state to enhance offender employment activities, 4) use existing employers (approximately 1000 statewide) working with the Bureau of Employer Services (BES) to increase job development with corporate partners, 5) research funding for Federal Bonding to target Temporary Aid to Needy Families (TANF) participants, and 6) augment local BES activities currently being performed for the employment of ex-offenders.

The *Departments of Mental Health* (ODMH) and ODRC have long provided care for offenders with mental illness, including in 1995 the development of the Community Linkage program. The program identifies offenders who are approaching release and receiving mental health services. Community Linkage Social Workers then arrange for the continuity of services by compiling a referral packet containing all relevant mental health information. Under CORE, a referral packet will be sent to the community mental health provider upon making a post-release appointment for the offender. The CRC will follow-up on these arrangements. ODMH is committed to the continuation of the Community Linkage program as demonstrated by the renewal of the interdepartmental agreement in July 2001, and to support in every way possible the changes necessitated by the CORE reentry model.

ODMH's *Office of Forensic Services* will participate in the reentry grant. The managers of the Community Linkage Program, and the manager of Mental Health Diversion Alternatives will both serve on the State-Level Reentry Steering Committee. They will also participate in the local partners' Community Reentry Steering Committees. They will provide technical assistance to mental health boards/agencies as needed to ensure the continuity of care. ODMH's goals of increased public safety, as well as improved housing and employment opportunities for persons with mental illness, fit very well within the reentry philosophy.

The *Ohio Department of Education* has a 30-year history of support for correctional education through Career-Technical, Adult Basic and Literacy Education, Special Education Services, and Title I and Title VI providing supplemental services/programming within state operated institutions. In FY01, the Ohio Department of Rehabilitation and Correction served more than 2000 adult offenders in about 125 adult and secondary Career-Technical job training programs operated within 25 secure institutions statewide. Nearly 900 students completed ODR&C Career-Technical programs in FY01.

In addition, 10,255 offenders were served last year with federal ABLE funds, made available through the ODE-Adult Basic and Literacy Education (ABLE) Office. These funds provide basic education, special education programs, English literacy programs and secondary school credit programs. In FY 2001, ODRC was awarded \$852,379 in ABLE funds. ABLE dollars also fund services in Community-Based Correctional Facilities and five Post Release Centers in the community. The transition of ABLE services within institutions to those provided through community corrections should contribute to the success of the CORE model.

In FY 2001, ODE-Office for Exceptional Children provided 20.5 units to ODRC, who served more than 190 students with disabilities. This office also provides technical assistance through in-service training, *Model Policies and Procedures for the Education of Children with Disabilities* and assistance in monitoring. Reentry services are not consistently delivered to inmates with disabilities. In addition, ODRC receives both Title I and Title VI funds utilized for supplemental services to approximately 740 individuals under age twenty-one. Title I funds for FY 02 amounted to \$855,923. The intended purpose of this reentry initiative is very consistent with the recently enacted “No Child Left Behind Act.” Dollars provided through this grant could be used to impact the effectiveness of transition of offenders with disabilities and young offenders into the community or

schools to reduce recidivism. The establishment of institutional case managers working with the parole officers to provide information and referral services targeted to the particular needs of the soon-to-be-released offender will improve an ex-offender's potential for gaining immediate employment; thus reducing the likelihood of additional court involvement.

The Ohio Department of Education's Office of Career-Technical and Adult Education earmarked about \$250,000 of Ohio's FY01 Federal Perkins allocation to the Ohio Department of Rehabilitation and Correction to support job training programs provided in the state's adult correctional institutions. In addition, ODE provided \$1,800,000 in secondary and adult state unit funds to support the operation of approved programs. An ODE Corrections Consultant provided targeted technical assistance, program evaluation and oversight, strategic plan development, teacher education and licensure advice, and served as the Perkins funds monitor.

Reentry services are not consistently delivered to inmates who have completed Career-Technical programs. Dollars provided through this grant could be used to improve the effectiveness of transition of offenders into the community and reduce recidivism. The establishment of institutional case managers working with the parole officers and Community Reentry Coordinators to provide information and referral services targeted to the particular needs of the soon-to-be-released offender will improve an ex-offender's potential for gaining immediate employment upon release, thus reducing the likelihood of additional court involvement. In addition, this linkage could enhance the follow-up of Career-Technical program completers to determine the overall effectiveness of these programs in order to improve their delivery.

Finally, the *Ohio Office of Criminal Justice Services* (OCJS) has awarded a \$100,000 grant to the Ohio Criminal Sentencing Commission to review and make recommendations governing reentry. A subcommittee has been formed chaired by the Director of ODRC to guide this effort.

OCJS plans to incorporate future funding directives targeting offender reentry for both the Byrne Memorial and Residential Substance Abuse Treatment programs. It will also devote .8 of a FTE to collaborating with the CORE partners in disseminating and promoting Ohio's reentry efforts throughout the state and elsewhere through formal publications and other means.

J. Staff Resources:

Staffing Pattern: The local partners will hire staff representative of the race, gender and diversity of the target population, including the hiring of ex-offenders, and/or those with a history of substance abuse or mental health issues. Appropriateness of the Staff: In the case of contractual service delivery, contractors will be required to provide appropriately qualified personnel who possess appropriate credentials.

ODRC: Project Director- 100%; Reentry Administrator 25% in-kind; Chief, Office of Offender Reentry and Correctional Best Practices 10% in-kind; Fiscal Officer 10% in kind; Research and Evaluation 5% in kind.

CCDJA: Program Officer IV– 10% in-kind; Program Officer-I – 100%; 2 F/T - Community Reentry Coordinators, 100%; Budget Officer/Clerk 50%.

Community Connection- 25% CORE Director, 2-F/T Community Reentry Coordinators, 20% of a Program Assistant, and *LAACA/OHIO-* will hire 1-F/T Community Reentry Coordinator.

Staff within the correctional system will likewise be qualified to serve as case managers and trained to use assessment instruments required of the project and on project management data needs. The Community Reentry Coordinators will receive training in the CORE model, risk and needs assessments, Reentry Accountability Planning, “what works” in correctional programming, reentry management team collaboration, and other topics relevant to reentry “best practices.” Training will

be conducted early in the planning phase and continue thereafter to ensure that the CORE model is properly and consistently implemented across all sites.

Service Delivery Emphasizing “Best Practices”: The Department of Rehabilitation and Correction has undertaken a new venture called the Ohio Institute on Correctional Best Practices.

The Institute’s mission is to share information and facilitate the development of successful correctional programs from local, national, and even international sources with department staff and others involved in Ohio’s justice and correctional systems. The Institute will provide a forum for disseminating information and training state and local Reentry Steering Committee members, community partners, and institutional and parole staff on the CORE reentry model.

The *Urban Institute* in Washington, D.C., will work with the Ohio Institute on Correctional Best Practices employing the expertise of its various policy centers, as well its network of national experts. The Urban Institute has stimulated public dialogue and a knowledge base centering on public safety and other issues associated with reentry (Travis, Solomon, and Waul 2001). In addition, the Urban Institute recently announced its selection of Ohio and Illinois as sites to conduct a multi-year research study on the reentry process.

K. Information Sharing and Data Collection

Phase I. Reception / Institution. During this phase, the focus will be on maintaining risk needs assessment and programming data. ODRC will utilize the incarcerated inmate tracking system that stores and manages information on inmates involved in this initiative. The system provides comprehensive data on admissions, demographics, current offense and sentence, security threat group connection, medical and mental health status, Parole Board hearings, release type.

Phase II. Transition. During the transition phase, ODRC will rely on our offender tracking system for data on pre-sentence and offender background investigations, supervision tracking, violation processes, and subsidy program information.

Phase III. Sustain. During this phase, offenders on supervision will continue to be tracked by the ODRC offender tracking system to be accessed by local parole offices. Parole offices will maintain information on supervision, and violation processes. The parole offices will also enter data regarding participation in community-based treatment programs.

Evaluation: If selected to take part in the National evaluation, Ohio will cooperate by providing and sharing data obtained under the CORE Reentry Initiative. We will abide by the requirements of the national evaluation team, to provide information on a periodic basis. We will meet with the national evaluators as an initial step in implementation. Ohio will: 1) provide input and participate in final evaluation design, 2) provide access to program related data, including qualitative and quantitative, 3) share data in compliance with federal human subject research and confidentiality regulations, 4) collaborate with the evaluator and federal partners in the design/ implementation of outcome studies, and 6) contribute to a learning community of innovative reentry initiatives.

Phase One: Institutionally Based Programs-transition team, needs/risk assessment, and institutional programs/services.

Transition Team: *On a pilot basis, the Reentry Management teams will be first initiated at those sites/institutions selected to take part in the Federal Reentry Grant. But on a department-wide basis, the philosophy of Reentry is a commitment that Ohio has undertaken with over a lengthy planning process to change out entire system of how we deal with preparing offenders for release and reentry back into the community. The Ohio Plan for Productive Offender Reentry and Recidivism Reduction was issued in July 2002. It is now in the initial stage of implementation.*

Forty-four major recommendations have been made and will be implemented to improve how Ohio does business in regards to preparing offenders for return to their community. Department-wide policies are being implemented to support this initiative. The policy on offender assessment and reentry planning has an effective date of October 1, 2002. At an institution level, Wardens will be held accountable for the implementation of this policy, and the operation of their local Reentry Management teams. In terms of the transition offenders make from confinement to the community, the Regional Administrators under the Adult Parole Authority will be held accountable for the implementation of its policy, and the operation of their local Reentry Management Teams. Training on offender reentry planning at the department's three reception centers and the use of the newly adopted RAP has already started. The Chief of the Office of Offender Reentry and Correctional Best Practices, The Reentry Administrator, the Reentry Grant Coordinator will serve as liaisons with the institutions and the Adult Parole Authority to assist in staff training and to monitor that policy is properly implemented.

Needs/Risk Assessment: *Please refer to #3*

Institutional Program/services: *The Community Reentry Coordinators are positions funded under the CORE partners component of the grant. Both the Reentry Grant Coordinator for DRC and each agency—Cuyahoga County Justice Affairs, and Community Connection—will have responsibility for monitoring the delivery of services to offenders within the institutional setting. This will include reentry grant staff visiting the assigned institutions, attending Reentry Management team meetings as offenders are nearing release, and working closely with the Institutional Parole Officer, and case managers to ensure that services and linkages are made as part of the offender's RAP.*

Phase Two: Community Based Transition

Continuum of Services- the CORE partners will enter into a subgrant with DRC serving as lead agency. These agencies include Community Connection and the Cuyahoga County Department of Justice Affairs. They will be held accountable for the delivery of services that they have agreed to provide in relationship to this grant application. Likewise, the CORE partners will hold any sub-contractors of their agency accountable for the delivery of services. The monitoring of service delivery will be one of the responsibilities of the Reentry Grant Coordinator of DRC as the lead agency, and the local CORE partners' project directors hired under the grant.

Phase Three: Community Based Long Term Support

Self Sufficiency Planning-The focus of the reentry planning is to assess the barriers faced by and how best to address the needs of the offender, and to address those needs by utilizing training, education, counseling, job skill acquisition, substance abuse, and mental health services during the period of incarceration. The needs will continue to be addressed upon release through a systematic approach that begins prior to release and continues out to the community—utilizing carefully targeted community services to ensure success. The ultimate goal is to return the offender better prepared or with the tools to utilize in the community to make a successful “reentry” and thus to become a self-sufficient tax paying citizen.

VI. CONCLUSION: IMPACT OF CORE ON PUBLIC SAFETY

The *Community-Oriented Reentry model* proposed under this grant offers a unique opportunity to coordinate and in a holistic fashion deliver services and interventions to offenders as they transition home having served an appreciable period of time in confinement. The development of a Reentry Accountability Plan at least twelve months prior to an offender's release from prison,

when combined with the structure, support, and accountability provided to the offender by the Reentry Management Teams and the Community Reentry Coordinators will exert a significant and positive impact on the offender's prospects for "making it" in the community. The reduction in the likelihood of future recidivism will be further improved by the sustained involvement of the community service providers linked together at the local level. CORE will contribute to public safety, community well being, and the successful integration of offenders as productive, responsible and law-abiding adults.

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Appendix A Resource List

Lead Agency:

**Ohio Department of Rehabilitation and Corrections
1050 Freeway Drive North
Columbus, Ohio 43229
Director: Reginald A. Wilkinson
Phone: 614-752-1164**

State Decision Makers:

**Ohio Department of Alcohol and Drug Addiction Services (ODADAS)
Two Nationwide Plaza
280 North High Street, 12th Floor
Columbus, Ohio 43215-2537
Director: Luceille Fleming
Phone: 614-466-3445**

**Ohio Department of Jobs and Family Services
30 East Broad Street
Columbus, Ohio 43266-0423
Director: Tom Hayes
Phone: 614-644-0140**

**Ohio Department of Mental Health
30 East Broad Street
Columbus, Ohio 43266-0414
Director: Michael F. Hogan
Phone: 614-466-2596**

**Ohio Department of Education
25 South Front Street
Columbus, Ohio 43266
Superintendent of Public Instruction: Dr. Susan Tave Zelman
Phone: 614-466-7578**

**Ohio Office of Criminal Justice Services
400 East Town Street, Suite 300
Columbus, Ohio 43215
Director: Domingo Herraiz
Phone: 614-466-7782**

**Ohio's Faith-Based Advisory Council
1050 Freeway Drive North
Columbus, Ohio 43229 Phone: 614-752-1739**

Gary Sims, North Region Religious Services Administrator

Local Core Partners

Community Connection for Ohio Offenders, Inc.

P.O. Box 341347

6479 Reflection Drive

Columbus, Ohio 43234-1347

President: Joan Malarkey, President

Phone: 614-760-1902

933 East Main Street

Columbus, Ohio 43205

614-252-0660 or 888-993-6246

Contact: Candace Knight

Cuyahoga County Department of Justice Affairs

1276 West 3rd Street, Suite 200

Cleveland, Ohio 44113

Contact: Marty Murphy / Tom Ford

216-443-3759

LAA/CA OHIO

C/O Community Connection for Ohio Offenders, Inc.

P.O. Box 5512

Lima, Ohio 45802

Contact: Mark Paulus, Vice President of Programs

419-225-8793

Local Community Partners:

Allen County / LAACA/OHIO Project

Adult Parole Authority- Lima Regional Office

(Supervision of Offenders)

Government Center, Suite 1013

Toledo, Ohio 43604

418-244-2925

Acting Regional Administrator: Kim Oates

Adult Probation Department – Allen County

(supervision)

220 N. Main Street

Lima, Ohio 45801

418-226-7821

Chief Probation Officer: Sherry Buettner

Allen County Department of Job and Family Services

(Employment / Training / WIA

1501 So. Dixie Hwy

TANF, Food Stamps, Medicaid)

P.O. Box 4506

Lima Ohio 45802-4506

418-227-2621

Assistant Director: Kellie S. Salsbury

Allen County Sheriff's Office

333 North Main Street

Lima, Ohio 45801

418-226-3535 Sheriff: Daniel W. Beck

Court of Common Pleas – Allen County

P.O. Box 1243

Lima, Ohio 45802

419-223-8525 Administrative Judge Richard K. Warren

Family Resource Centers (Counseling mental health / substance abuse)

799 South Main Street

Lima, Ohio 45804

418-221-1168 Clinical Supervisor: Phillip D. Atkins, CCDCIII-E/OCPS II

Lima Police Department

117 East Market Street

Lima, Ohio 45801

419-221-5114 Police Chief: J. Gregory Garlock

Lima Family YMCA-Single Room Occupancy Program (Housing)

136 South West Street

Lima, Ohio 45801

418-222-6055 SRO & Annex Director: John H. Smith

Mental Health & Recovery Services Board of Allen, Auglaize, and Hardin Counties

1541 Allentown Road, Suite B

Lima, Ohio 45805

419-222-5120 Executive Director: Michael Schoenhofer

Prosecuting Attorney, Allen County

David E. Bowers

Court of Appeals Building, Suite 302

Lima, Ohio 45081

419-228-3700 ext. 8876

Samaritan House (Housing)

328 West McKibben Street

Lima, Ohio 45801

418-221-4663 Executive Director: Marilyn Cipollone

WORTH Center (local community –based correctional facility)

P.O. Box 5305

Lima, Ohio 45802-5305

419-222-3339 Executive Director: Sandra Monfort

Cuyahoga County / Cuyahoga County Department of Justice Affairs– CORE Partner

1276 W. Third Street

Cleveland, Ohio 44113 Greg Dickerhoof, Acting Director
216-443-7265

Adult Parole Authority-Cleveland Regional Office – Supervision of Offenders
615 West Superior, Room 960
Cleveland, Ohio 44113
216-787-3740 Regional Administrator: Ronald Stevenson

Alcohol & Drug Addiction Services Board of Cuyahoga County
614 W. Superior Avenue Suite 300
Cleveland, Ohio 44113-1306
216-348-4830 Executive Director: Cassondra McArthur

Children and Family Services of Cuyahoga County
3955 Euclid Avenue
Cleveland, Ohio 44115
216-431-4500 Director James McCafferty

Cleveland /Cuyahoga County Office of Homeless Services
Department of Senior & Adult Services
1701 East 12th Street
Cleveland, Ohio 44114
215-419-6750 Program Manager: Ruth Gillett

Employment & Training

- Cuyahoga County Work Force Investment Board & Department of Work & Training
1275 Ontario Street
Cleveland, Ohio 44113
216-443-3224 Acting Director: Dean Fangman
- Goodwill Industries of Greater Cleveland, Inc.
2295 East 55th Street
Cleveland, Ohio 44103
216-431-8300 Maureen Wallace
- Lutheran Metropolitan Ministries- Community Reentry
1468 West 25th Street
Cleveland, Ohio 44113
215-695-2717 Executive Director: Charles See

Mental Health Services

- Cuyahoga County Mental Health Board
1400 West 25th Street
Cleveland, Ohio 44113
216-241-1400 Acting CEO: Valeria Harper Bledsoe

COURT / Judges / LAW ENFORCEMENT

- The Court of Common Pleas-Cuyahoga County
Justice Center
1200 Ontario Street
Cleveland, Ohio 44113
216-443-8675 Presiding / Administrative Judge: Richard J. McMonagle
215-442-8736 Judge Burt Griffin
- Cuyahoga County Department of Justice Affairs
Witness/Victim Service Center
1370 Ontario Street, Suite 900
Cleveland, Ohio 44113
215-442-7345 M. Judith Sheehan, Interim Manager
- Cuyahoga County Police Chiefs Association
P.O. Box 42122
Cleveland, Ohio 44142
215-266-4455 David M. Wright, President
- Cuyahoga County Probation Department
Justice Center 7th Floor
1200 Ontario Street
Cleveland, Ohio 44113
216-443-7900 Chief Probation Officer: Vincent M. Polito
- Cuyahoga County Prosecutor
William D. Mason
Justice Center-Court Tower
1200 Ontario Street
Cleveland, Ohio 44113
216- 443-7800

Franklin County / Community Connection for Ohio Offenders

Adult Parole Authority-Columbus Regional Office –Supervision of Offenders
1030 Alum Creek Drive
Columbus, Ohio 43209 Regional Service Coordinator: Carol Hill
751-829- Regional Administrator: Gary Croft

ALCOHOL & DRUG COUNSELING:

- Christ Ministries International. Inc.
2572 Cleveland Avenue
Columbus, Ohio 43211
613-293-4059 Pastor Jerome M. McGhee

- Comp Drug
700 Bryden Road
Columbus, Ohio 43205
273-925- Outpatient Therapist: Donaisa McNichols
- Diversified Community Services, Inc.
1651 East Main Street
Columbus, Ohio 43215-4804 Program Director: Kimberly Tackett
614-253-8444
- NETCARE (mental Health & Drug / Alcohol Counseling)
199 South Central Avenue
Columbus, Ohio 43223-5300
273-925- President: Bobbe Fulton
- Talbot Hall – University Hospitals East
1492 East Broad Street
Columbus, Ohio 43205
613-256-3760 Program Director: Curt Brown
- Ohio Department of Alcohol and Drug Addiction Services
Two Nationwide Plaza
280 North High Street, 12th Floor
Columbus, Ohio 43215-2537
613-465-3445 Chief-Justices Services: Michael Stringer

EDUCATION SERVICES

- Columbus Public Schools
Department of Community Education
100 Arcadia Avenue
Columbus, Ohio 43202
Wm. Blain Waldron, Supervisor, ABLE Services
- St. Johns Learning Center
640 South Ohio Avenue
Columbus, Ohio 43205
613-251-3132 Executive Director: Stephani Johnson

EMPLOYMENT & TRAINING

- Franklin County Department of Job and Family Services
Workforce Development
80 East Fulton Street

Columbus, Ohio 43215-5174
614-462-5818 Grant Administrator: William Finn

HEALTH AND MEDICAL

- Columbus Health Department
240 Parsons Avenue
Columbus, Ohio 43212
613-463-2020 HIV/STD Minority Coordinator: Wynette Collins
- Prevent Blindness Ohio
1500 West Third Avenue, Suite 200
Columbus, Ohio 43212
614-464-2020 Director of Marketing & Community Services: Christy Bridge
- Universal Health Care Network of Ohio
1015 East Main Street, Room 302
Columbus, Ohio
613-251-4340 Policy Director: Cathy Levine

HOUSING

- Community Shelter Board
67 Jefferson Avenue
Columbus, Ohio 43215
614-221-9195 Executive Director: Barbara Poppe
- Corporation for Supportive Housing
40 West Long Street
Columbus, Ohio 43215
613-227-6263 Program Director: William J. Flaherty
- Friends of The Homeless, Inc.
924 East Main Street
Columbus, Ohio 43205
613-252-2770 Shelter Director: Martha Smith
- Restore Our Community Village Outreach Project
Resurrection Power Church
700 Bernhard Road
Whitehall, Ohio 43213
613-337-1855 Executive Director: Harvey Halliburton

COURT / JUDGES / LAW ENFORCEMENT

- Franklin County Court of Common Pleas
Adult Probation Department
373 South High Street
Columbus, Ohio 43215
613-461-3700 Director of Adult Probation Services: Gayle Dittmer
Director of the Franklin County Community Based Correctional Facility: Bud Potter
- Franklin County Public Defender
373 South High Street, 12th Floor
Columbus, Ohio 43215
613-644-8980 Yeura R. Venters, Public Defender
- Franklin County Sheriff
369 South High Street
Columbus, Ohio 43215
613-461-3360 Social Services Director: Inga Leahy
- Columbus Police Department
Department of Public Safety
120 Marconi Blvd.
P.O. Box 15009
Columbus, Ohio 43215-0009 Lieutenant Michael w. Springer, Strategic Response
Bureau, Community Liaison Section
- United States District Court
Southern District of Ohio
US Probation Office
85 Marconi Blvd. Room 546
Columbus, Ohio 43215-2398
613-718-3100 Probation Officer: Brandon Mitchell
Supervising US Probation Officer: Duane Lumpkin

OTHER LINKAGES

- Columbus City Council
City Hall- 90 West Broad Street
Columbus, Ohio 43215-9015
614-645-8580 Charleta B. Tavares, Columbus City Council
- FIRST LINK (Information & Referral)
370 South Fifth Street
Columbus, Ohio 43215
614-221-6766 President and CEO: Marilee Chinnici-Zuercher
- MAPS (Material Assistance Provider, Inc.)
4040 Fisher Road

Columbus, Ohio 43228

614-276-5048 Director and Founder: Jeffery Hay

- The Salvation Army
P.O. Box 06324
Columbus, Ohio 43215-0324
613-220-6561 Social Service Coordinator: Michelle Hannan
- Survivors Outreach Services
712 Maclam Drive
Columbus, Ohio 43204
613-274-4587 Director: Judy Scudds

MORE ON LOCAL CORE COMMUNITY PARTNERS

Community Partners:

Cuyahoga County Department of Justice Affairs as Lead Agency in Cuyahoga County

The Cuyahoga County Department of Justice Affairs (CCDJA) will be the lead agency for the CORE Initiative in Cuyahoga County. The department is an omnibus County Department with 320 employees that plans, administers, funds, and provides direct services for a wide range of justice-related issues, programs and agencies. Established in June of 1993 as a statutory planning and funding agency Criminal Justice Services Supervisory Board, CCDJA awards approximately \$10 million annually in block federal funds as designated to it by the Ohio Office of Criminal Justice Services, the Board of County Commissioners or through a competitive RFP process. The charge of CCDJA is to exercise leadership in improving the quality of justice systems, both adult and juvenile.

The Cuyahoga Department of Justice Affairs intends to implement this project through active collaboration with well-established community partners and by hiring a local Project Director, and five community reentry coordinators. Staff will be hired to represent the race and gender diversity of the target population, including the hiring of ex-offenders and/or those with a history of substance abuse or mental health issues.

Community Connection Lead Local Agency in Franklin and Allen County

Community Connection will serve as the lead agency for the CORE Initiative in Franklin and Allen County. In 1988, it initiated community resource workshops for inmates nearing release, which served as the foundation for procuring contracts with the Ohio Department of Rehabilitation and Correction to conduct pre-release training in over 12 prisons across the state. In 1993, Community Connection established a post-release center in Columbus, to provide direct, ongoing transitional services. Today, this office houses the Columbus Reentry Service Center funded by

ODRC, United Way of Central Ohio and the Office of Criminal Justice Services. In 1999, Community Connection opened an office in Lima, Ohio that provides ex-offenders community service resource information by using its Community Social Service Network and crime prevention office. The agency employs professionally trained staff members, all of whom are directly engaged in matters regarding offender reentry.

Community Connection in Franklin County intends to implement this project by building on its current case management delivery system. A Project Director will be hired under the grant, as will two community reentry coordinators. Of the latter, one will be hired with a mental health specialty, while another will be hired with a substance abuse specialty. Staff will be hired that represent the race and gender diversity of the target population, including the hiring of ex-offenders and/or those with a history of substance abuse or mental health issues.

The **LACA/OHIO** “Lima /Allen County Area Offenders Habilitating in Ohio’s Prisons” project is being operated by Community Connection in the Lima area under partial funding from the Ohio Office of Criminal Justice Services. This project is set up to work on the reentry court model. At the direction of the Judge of Common Pleas Court, at sentencing, the Community Reentry Manager (CRM) will begin to prepare the offender and their family for the correction experience beginning with the reception process. The preparation will continue by the CRM encouraging the offender to take advantage of reentry programming while incarcerated. In the community, the CRM will assist the family in meeting normal family needs and help maintain a supportive environment. The Community Reentry Manager then will continue to monitor the offender’s progress. At least twelve months prior to release the CRM will contact the prison case manager to make arrangements to begin the reentry and linkage process needed for this offender to make a successful return to the

community. These needs may include employment, housing, education, mental and physical health needs, substance abuse counseling and other areas requiring intervention.

Appendix B

Cross System Protocols

These cross system protocols serve to reinforce some key features of the reentry grant. These features are discussed as well in Appendix C in the agency Directors' letters of support and the Memorandum of Agreement.

The following activities will be carried out via cross system agreements and protocols by the **Ohio Department of Rehabilitation and Correction (ODRC)** under the grant:-

- As lead agency, the Chief of the Office of Offender Reentry and Correctional Best Practices will chair the state-level Reentry Steering Committee.
- ODRC will secure assistance from the Correctional Service of Canada and facilitate training on the use of risk/needs instruments, and offender reentry planning for staff and all CORE partners.
- ODRC will oversee, in conjunction with the CORE partners, the development and implementation of an operational plan to guide and coordinate all grant-related activities.

- ODRC will serve as the chief fiscal agent of the grant overseeing and facilitating the distribution of funds to the local CORE partners.
- ODRC will facilitate timely communication and information sharing to assist in the implementation of all grant-related activities.

The following activities will be carried out via cross system agreements and protocols by the **Ohio Department of Alcohol and Drug Addiction Services (ODADAS)** under the grant:-

- Enhancement of protocols/processes to link community Alcohol and Drug Addiction Service Boards/providers to institutional staff to coordinate release planning with community service plan development.
- Provision of training to treatment staff to address the needs of offender.
- Support for local boards to conduct similar reviews of needs/results for male offenders.
- Provision of cross training in justice and treatment issues to each community partners.
- Collaboration with state partners to facilitate local efforts, remove barriers, address rule waivers, and identify additional resources.

The following activities will be carried out via cross system protocols by the **Ohio Department of Jobs and Family Services (ODJFS)** under the grant:

- Collaborate with local Jobs and Family Services and ODRC Offender Job Linkage on institutional job fairs for offenders prior to release
- Coordinate internal efforts of ODJFS to leverage supportive services, dollars and other programs i.e., child support, Title XX Daycare, wage records, WIA funds, and WOTC (Work Opportunity Tax Credit).
- Develop local multi-system partnerships coordinated by the state to enhance offender-focused employment activity.
- Use existing employers (approximately 1000 statewide) working with the Bureau of Employer Services (BES) to increase job development with corporate partners.
- Research funding for Federal Bonding to target Temporary Aid To Need Families(TANF) participants.
- Augment local BES activity currently being performed for the employment and placement of ex-offenders.

The following activities will be carried out via cross system protocols by the **Ohio Department of Mental Health** (ODMH): The following activities will be carried out by ODMH to achieve the goals of the grant:

- ODMH , Office of Forensic Services, Office of Diversion Alternatives will commit two (2) staff to serve on the State Reentry Steering Committee (SRSC).
- They will also serve as members on the local reentry Steering committee, in order to facilitate with local boards.
- ODMH will continue its commitment to serve offenders with Mental Health concerns, to link them with services prior to release. The Community Linkage Program, which is operated under an interagency agreement between ODMH and ODRC has been in existence since 1995. The current agreement was signed July of 2001 and is renewed annually. DMH and ODRC-Bureau of Mental Health Services meets on a quarterly basis to supervisor the Community Linkage Program.
- The Community Linkage program provides 10 licensed social workers who work within the prison system to facilitate linkage of soon-to- -be released offenders to local mental health clinics or services in the community.
- ODMH will provide technical assistance to Mental Health boards and agencies as needed to ensure continuity of care.

The following activities will be carried out via cross system protocols by the **Ohio Department of Education (ODE)** under the grant in maintaining its 30- year commitment to supporting correctional education for offenders:

- ODE will continue to provide federal Perkins funds to support Career-Technical job training programs within the prison system. In FY 2001, \$250,000.00 was provided for training.
- ODE provides a Corrections Consultant to provide targeted technical assistance, program oversight and evaluation, and to monitor the use of Carl Perkins funds.
- ODE, under joint agreement with ODRC and Ohio Department of Youth Services, provides two staff who are responsible for teacher education and licensure advice, for new staff entering the career –tech field from industry, who may lack teaching experience. They also provide monitoring and program oversight for new instructors.
- Ohio's Adult Basic Literacy Education (ABLE) State Plan for FY 2000-2004 clearly demonstrates ODE's commitment. Under Chapter 11.1 the following programs and services supported with ABLE funds will include: basic education, special education programs, 3) English literacy programs and 4) secondary school credit programs. Priority will be given for serving offenders who are within five years of release.

- ABLE funds are also used to fund community –based correctional programs and post release service centers to facilitate transition of the offender to the community.
- Title I and Special Education Funds will continue to be made available for eligible offenders in the institutions to receive remedial and supplemental programming.

The following activities will be carried out via cross system agreements and protocols by the **Ohio Office of Criminal Justice Services (OCJS)** under the grant:-

- OCJS will include in its future funding directives offender reentry programs as a targeted area under which proposals to be submitted in both Byrne Memorial and Residential Substance Abuse Treatment programming.
- OCJS will devote nearly the equivalent of a full time staff position in marketing and developing publications regarding CORE reentry processes and outcomes.

Appendix C

Memorandum of Agreement

The state and local CORE partners have submitted letters of support from their respective agency Directors, in addition to adopting a Memorandum of Agreement (MOA) expressing their commitment to the reentry grant. The state partners, in conjunction with the local CORE partners, anticipate further refining the agreements that have been reached subsequent to the start-up of the grant to ensure effective programming, service delivery, and operational coordination across the reentry sites.

The signed Memorandum of Agreement has been faxed separately from the electronic submission of the reentry grant, along with the Directors' and local agencies' letters of support.

A sample of the MOA is attached.

C.O.R.E.

Community –Oriented Reentry:

Building Linkages for Offenders Going Home

Memorandum of Agreement

Between the Following Partners:

Lead Agency: **Ohio Department of Rehabilitation and Correction**

Local CORE Partners:

- Cuyahoga County Department of Justice Affairs
- Community Connection for Ohio Offenders
- LACA/OHIO - Community Connection for Ohio Offenders

State Decision Makers:

- Ohio Department of Alcohol and Drug Addiction Services
- Ohio Department of Education
- Ohio Department of Job and Family Services
- Ohio Department of Mental Health
- Office of Criminal Justice Services

Purpose of the Memorandum of Agreement

A. Purpose: The purpose of this memorandum of agreement is to establish an agreement between the above mentioned parties regarding their involvement, and commitment to work together on Ohio's response to the Federal Reentry Grant entitled the *Serious and Violent Offender Reentry Initiative: "Going Home"*. This agreement is also intended to establish a cooperative and mutually beneficial relationship between the Directors of the State agencies involved in the grant and the CORE partners to coordinate resources, and ensure the effective and efficient delivery of services to those serious and violent offenders subject to reentry under the grant.

B. The parties will work together on a State Reentry Steering Committee to establish processes and procedures that will enable the partners to integrate the current delivery system resulting in a seamless and comprehensive array of services ranging from education, job placement, job training, counseling, for substance abuse and mental health issues, and comprehensive case management services and supervision of the offender.

- C. The partners in this grant application are committed to the successful implementation of this initiative both now (through the life of the grant) and in the years following the expiration of the grant.
- D. As partners in this grant application, we were involved in the planning process from the beginning through the submission of the grant proposal. We have been involved in determining how to most effectively allocate resources to service the target population.
- E. We agree to work with the community / local decision- makers to assist in implementing the range of services required to service the target population.
- F. We will work with both the state and local level partners to streamline referral processes for services from the respective service agencies.
- G. We agree to track and share information relative to the reentry process and to the provision of services to our target clients.

C.O.R.E.

Community-Oriented Reentry: Building

Linkages for Offenders Going Home

MEMORANDUM OF AGREEMENT

SIGNATURE PAGE

By signing this Memorandum of Agreement, we understand that once the grant is awarded it will be necessary to work out a more formalized protocol governing the stipulations referenced above.

Ohio Department of Rehabilitation and Correction

1050 Freeway Drive North

Columbus, Ohio 43229

(614) 752-1164

Signature: _____ Date:_____

Typed Name: _____

Title: _____

Ohio Department of Alcohol and Drug Addiction Services

280 North High Street, 12th Floor

Columbus, Ohio 43215

(614) 466-3445

Signature: _____ Date: _____

Typed Name: _____

Title: _____

MEMORANDUM OF AGREEMENT

II. SIGNATURE PAGE CONTINUED

Ohio Department of Education

25 South Front Street

Columbus, Ohio 43215

(614) 466-7578

Signature: _____ Date:_____

Typed Name: _____

Title: _____

Ohio Department of Job and Family Services

30 East Broad Street, 31st Floor

Columbus, Ohio 43215

(614) 644-0140

Signature: _____ Date:_____

Typed Name: _____

Title: _____

Ohio Department of Mental Health

30 East Broad Street, 24th Floor

Columbus, Ohio 43215

(614)

Signature: _____ Date: _____

Typed Name: _____

Title: _____

MEMORANDUM OF AGREEMENT

II. SIGNATURE PAGE CONTINUED

Office of Criminal Justice Services

400 East Town Street, Suite 300

Columbus, Ohio 43215

(614)

Signature: _____ Date: _____

Typed Name: _____

Title: _____

Cuyahoga County Department of Justice Affairs

1276 W. 25th Street

Cleveland, Ohio 44113

(216) 443-7265

Signature: _____ Date:_____

Typed Name: _____

Title: _____

Community Connection for Ohio Offenders, Inc.

P.O.341347

6479 Reflection Drive

Columbus, Ohio 43234-1347

614) 614-760-1902

Signature: _____ Date:_____

Typed Name: _____

Title: _____

Appendix D

CORE Project Flow Chart

